

'COMMISSIONING FOR BETTER OUTCOMES' PEER REVIEW FINDINGS AND ACTION PLAN

To: **Adults Committee**

Meeting Date: **3rd November 2016**

From: **Charlotte Black – Service Director: Older People and Mental Health Services and
Claire Bruin – Service Director: Adult Social Care**

Electoral division(s): **ALL**

Forward Plan ref: **Not Applicable** *Key decision:* **No**

Purpose: **To update the Committee on the outcomes of the Adult Social Care 'Commissioning for Better Outcomes' Peer Review. Summarising the findings of the review, our intentions in responding to these, and the next steps for reporting and sharing the findings more widely.**

Recommendation: **We ask that the Committee:**

- a) Notes the findings of the Peer Review;**
- b) Agrees the contents of the Action Plan**

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1.0 BACKGROUND

- 1.1 The Local Government Association delivered the Peer Review as part of the East of England Regional Peer Review Programme using the Commissioning for Better Outcomes Standards (CfBO). Our intention in commissioning the review was to receive input from other experts on how we can improve Adult Social Care in Cambridgeshire. The Peer Review team attended interviews and focus groups, and reviewed documentation (including a comprehensive self-assessment) from 12 to 14 of July. The week concluded with a presentation of the high level findings on Friday 15 of July. The Peer Review team then wrote their report, to provide more detail on the findings of the review. The first draft of the report was provided by the LGA in August and after discussions to agree accuracy and emphasis, the Final Report (attached) was agreed in October.

2.0 MAIN FINDINGS OF THE REVIEW

- 2.1 The Peer Review team focussed on the following lines of enquiry:
1. Cambridgeshire is using Transforming Lives to transform social care practice whilst making the demanding savings required to deliver the Council's business plan. Are the changes being made outcomes-focussed and having an impact for service users? Are staff providing innovative and flexible support that results in a positive outcome for the individual?
 2. How can the function of commissioning in the Council be improved - to include macro and micro commissioning and how the two influence each other?
 3. Have home care providers been influenced by the Council's strategic direction? What lessons does Cambridgeshire need to learn to ensure that the retendering of the home care contract is as effective as possible?
- 2.2 The Peer Review team were universally positive about Transforming Lives. They highlighted the Council's 'strength in the person-centred approach' and referred to evidence they had seen of clear service user, carer and family involvement in the planning and improvement of Social Care Services. They described services where practitioners regarded service users as the central focus in the Transforming Lives (TL) model and used strength-based conversations. The Peer Team were encouraged by the performance of the newly established Adult Early Help Services, as well as Reablement services. To develop the model further the Peer Team encouraged further evaluation of the TL model. They also suggested it may be helpful to simplify the communications about TL to those outside of practice to help service users and carers feel better informed and involved.
- 2.3 The Peer Team highlighted good examples of contract management in Cambridgeshire. The team found evidence of staff understanding the market, predicting activity, holding people to account and having an outcome based focus. Particular mention was made of the support and training given by the Head of Procurement and his team by providers.

- 2.4 A significant area of focus for the Peer Review team was related to Adult Social Care's strategic commissioning intentions. The Peer Team drew attention to 'very able staff' who write good strategies that are meaningful to the Directorate. However, they were also keen to highlight that these did not always clearly align, and that some strategies did not reflect what was going on 'on the ground'. They suggested we use action plans to help with practical implementation of the principles established within these strategies. In addition to a lack of clarity *between* strategies, the Peer Review Team recommended that a clear link is made to the 'umbrella strategies' within Adult Social Care (i.e. Transforming Lives), the Children Families and Adults Directorate, and ultimately the Council's Transformation Programme. In relation to this the Peer Team also recommended that the Directorate consider clarifying roles and responsibilities in relation to Commissioning at a macro and micro level.
- 2.5 The Peer Team were particularly impressed with work undertaken to reduce Delayed Transfers of Care (DToC). They recommended that we work even more closely with the NHS on this area in the future. Collaboration with the NHS was a key theme in the Peer Review team's recommendations. They particularly recommended close collaboration with the NHS in the development of a sustainable home care market.
- 2.6 Although the review was commissioned to focus primarily on Adult Social Care, the Peer Team did highlight a number of more corporate organisational issues that they asked that the authority consider. The first was in relation to making the most of our ICT (Information and Communication Technology) to make our processes as smooth as possible, and support closer working and information sharing between Adults and Children's Social Care, and Health and Social Care. The Second area considered the Committee system at Cambridgeshire. The Peer Team, who were unfamiliar with the Service Committee system raised the challenge as to whether the Committee process offered sufficient independent test, challenge and scrutiny.

3.0 OUR RESPONSE TO THE REVIEW

- 3.1 In addition to responding to the draft report and working with the LGA to agree the final report, management teams have identified some clear actions to respond to the areas for consideration highlighted within the report. Where possible we have tried to identify where we can build the findings of the review into work that is already underway.
- 3.2 The key areas we have committed to work on, in partnership with colleagues across the Council, as well as external partners are:
- Confirm our strategic commissioning intentions to be clear about what we are going to commission, and who is going to do that within our organisation and how they get the information they need to do that well.
 - Explain clearly the link between the Council's Transformation Programme and the vision established for Adult Social Care by Transforming Lives. Making links to other commissioning strategies and services as appropriate.
 - Improve our relationships and collaborative commissioning with NHS

partners, particularly the CCG (Clinical Commissioning Group).

- More closely collaborate with the CCG in the commissioning of Homecare.
- Build upon Transforming Lives evaluation activity already undertaken, and make clearer links to feedback and financial data to demonstrate value for money and outcomes.
- Make the most of our ICT to make our processes as slick as possible, and work across all of Social Care (including Children's' Services)
- Members need to consider whether they are sure that the committee decision making process provides sufficient scrutiny, and that they feel confident to lead the services they have oversight of.
- Ensure that Transforming Lives is understandable for the people it most directly affects.

3.3 The detailed Action Plan is attached. We will also incorporate the findings of the review within this year's Adult Social Care Local Account, making a public commitment to follow up the areas identified by the review. In terms of oversight of each of the actions, the majority of actions are going to be incorporated within existing projects, and therefore, the responsibility for oversight of the delivery of these sits with the senior officers named within the Action Plan.

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

The Peer Reviewers were specifically asked to consider the impact of Transforming Lives, which promotes the independence of people within the community. Positive assurance was received on this approach.

4.3 Supporting and protecting vulnerable people

The Peer Reviewers talked to some people we support as part of their interviews to get their views and to understand how well supported they feel.

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

There are no significant implications within this category

5.2 Statutory, Legal and Risk Implications

There are no significant implications within this category

5.3 Equality and Diversity Implications

There are no significant implications within this category

5.4 Engagement and Communications Implications

There are no significant implications within this category

5.5 Localism and Local Member Involvement Implications

There are no significant implications within this category

5.6 Public Health Implications

There are no significant implications within this category

SOURCE DOCUMENTS GUIDANCE

Source Documents	Location
<p><i>Cambridgeshire County Council Commissioning for Better Outcomes Peer Challenge Report – Final – September 2016</i></p> <p><i>Commissioning for Better Outcomes standards.</i></p>	<p>Attached as an appendix</p> <p>http://www.local.gov.uk/documents/10180/5756320/Commissioning+for+Better+Outcomes+A+route+map/8f18c36f-805c-4d5e-b1f5-d3755394cfab</p>